



## **Making the Pieces Fit to Create a Perfect Puzzle**

A large retail company was in the process of integrating several small companies it has acquired. The organizational cultures of the companies varied since the employees had different social and work backgrounds.

*The company needed to merge everything together into a single corporate culture and turned to us for a solution.*

Through a series of coordinated **Rodas** (discussion circles), the managers pointed out how conflicts arose because the employees of the acquired companies had not adapted to the company's existing corporate culture.

**The solution was quite simple:** Discuss the cultural differences in a series of Rodas to learn from each other. The participants of the Rodas were the company's management and the lower level managers from the acquired companies. The Rodas were coordinated by our expert.

During the discussions, the parties learned to listen openly to each other and to understand what the other participants said, without injecting personal meanings and associations. These discussions created an environment where every point of view counted and everybody was listened to. The role of the coordinator was to serve as the discussion leader from a formational point of view. The coordinator helped the participants learn to hold their thoughts, write them down and really listen to the others in order to understand them and learn from them.

**Group members learned all they could about each company's structure and work culture. Then the group decided together on a way to merge several characteristics into a new culture to create a unique working structure.**

This was the optimal solution since:

- The company did not impose its culture, but rather chose to learn about and implement the good aspects it discovered in the other structures and cultures.
- The employees were not forced to simply obey a new set of rules imposed from above. The company created transparency and encouraged an ethic of teamwork where the employees understood the culture and participated in the decision-making process.

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